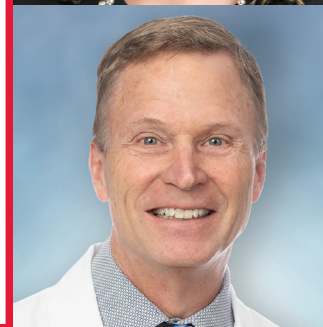




**2020**  
**ANNUAL REPORT**



**NOW**  
**MORE THAN**  
**EVER**



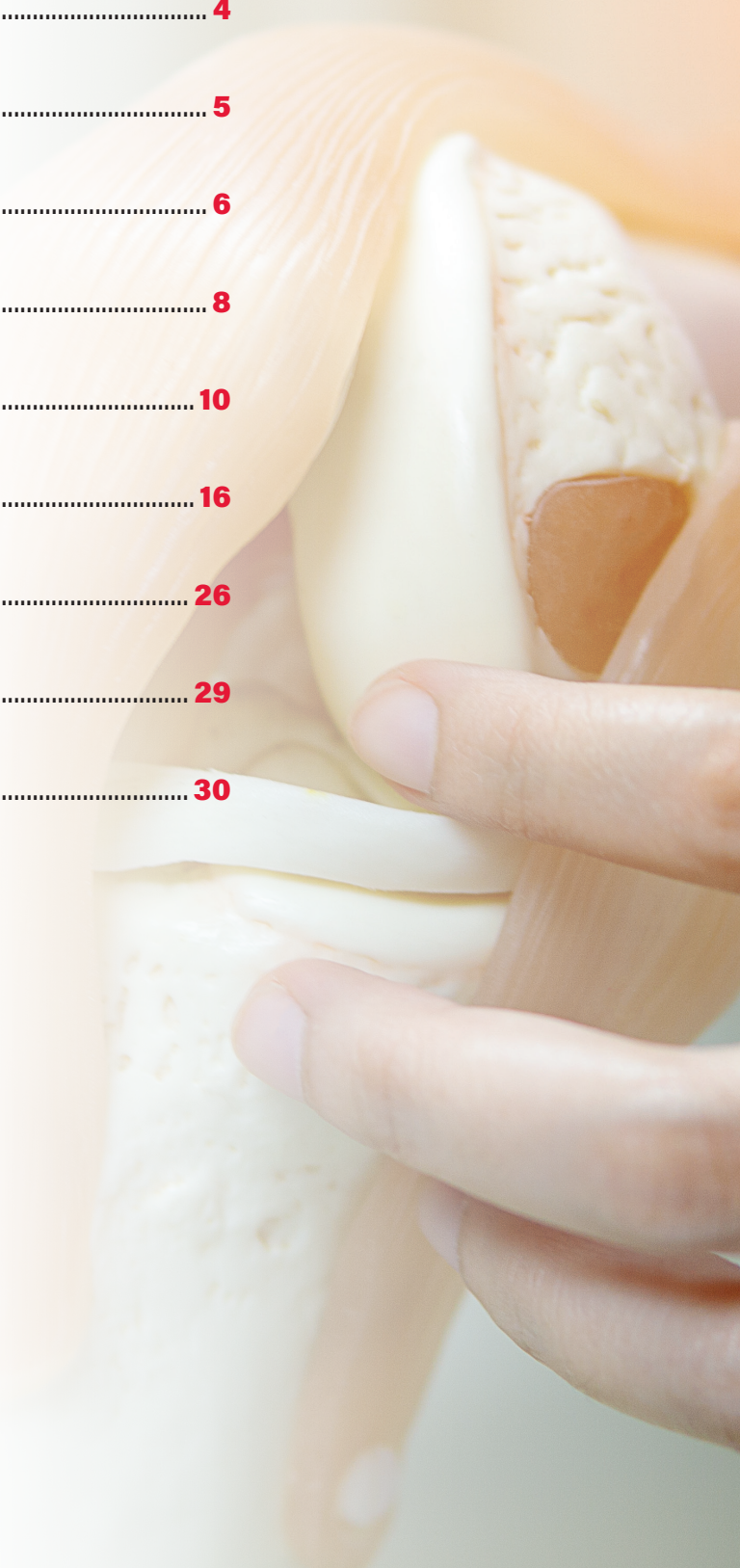
**LEADING IN A**  
**YEAR OF CHANGE**

**AAOS**  
AMERICAN ACADEMY OF  
ORTHOPAEDIC SURGEONS  
AMERICAN ASSOCIATION OF  
ORTHOPAEDIC SURGEONS



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# 2020 LEADERSHIP

## BOARD OF DIRECTORS



**Joseph A. Bosco III MD, FAAOS**  
*President*  
New York, NY



**Daniel K. Guy, MD, FAAOS**  
*1<sup>st</sup> Vice-President*  
LaGrange, GA



**Felix H. Savoie III, MD, FAAOS**  
*2<sup>nd</sup> Vice-President*  
New Orleans, LA



**Alan S. Hilibrand, MD, MBA, FAAOS**  
*Treasurer*  
Philadelphia, PA



**Kristy L. Weber, MD, FAAOS**  
*Past-President*  
Philadelphia, PA



**Thomas S. Muzzonigro, MD, FAAOS**  
*Chair, Board of Councilors*  
Wexford, PA



**Wayne A. Johnson, MD, FAAOS**  
*Chair-Elect, Board of Councilors*  
Lawton, OK



**Claudette M. Lajam, MD, FAAOS**  
*Secretary, Board of Councilors*  
New York, NY



**C. Craig Satterlee, MD, FAAOS**  
*Chair, Board of Specialty Societies*  
North Kansas City, MO



**Kevin D. Plancher, MD, MPH, FAAOS**  
*Chair-Elect, Board of Specialty Societies*  
New York, NY



**Alexandra E. Page, MD, FAAOS**  
*Secretary, Board of Specialty Societies*  
San Diego, CA



**James J. Balaschak**  
*Lay Member*  
Carefree, AZ



**Matthew P. Abdel, MD, FAAOS**  
*Member-at-Large*  
Rochester, MN



**James R. Ficke, MD, FAAOS, FACS**  
*Member-at-Large*  
Baltimore, MD



**Rachel Y. Goldstein, MD, MPH, FAAOS**  
*Member-at-Large*  
Los Angeles, CA



**Alexander Vaccaro, MD, MBA, PhD, FAAOS**  
*Member-at-Large*  
Gladwyne, PA



**Thomas E. Arend, Jr., Esq., CAE**  
*Chief Executive Officer (Ex-Officio)*  
Rosemont, IL

## EXECUTIVE LEADERSHIP TEAM

**Thomas E. Arend, Jr., Esq., CAE**, Chief Executive Officer

**Dino Damalas, MBA**, Chief Operating Officer

**Laura Abrahams**, Chief Human Resources Officer

**Nathan Glusenkamp, MA**, Chief Quality and Registries Officer

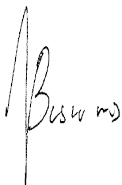
**Anna Troise, MBA**, Chief Commercial Officer

# NOW MORE THAN EVER: LEADING IN A YEAR OF CHANGE

## LETTER FROM THE PRESIDENT AND CEO



**Joseph A. Bosco III, MD, FFAOS**  
AAOS President



For the last 88 years, AAOS has been serving its members to provide the highest quality musculoskeletal care. In 2020, the Academy was called upon to offer even greater resources, education, and advocacy. Members, volunteers, and staff came together to make difficult decisions, create virtual experiences, and provide needed support, embodying the AAOS Core Values of “Leading to Serve, Shaping the Future, and Excellence Together.” The 2020 Annual Report highlights the Academy’s ongoing leadership and accomplishments, achieved in a year of constant change.

Now more than ever, AAOS has communicated regularly and transparently. The AAOS COVID-19 Member Resource Center was created as a hub for critical information, reinforced with leadership email messages and webinars. Social media celebrated #OrthoHeroes, sharing members’ extraordinary actions and stories from the front lines of the pandemic.

AAOS transformed its educational offerings, pivoting to deliver a successful virtual 2020 Annual Meeting. AAOS met members where they were with virtual Board Prep and Review, Skills courses, and the Orthopaedic In-Training Exam (OITE). Development of a transformative Resident Curriculum continued unabated to further drive education, quality, and excellence in musculoskeletal health.

The AAOS Registry Program continued its significant growth, led by the American Joint Replacement Registry (AJRR). AJRR surpassed 2 million procedures in 2020 and published device-specific survivorship curves for the first time. The American Spine Registry (ASR) also launched, in partnership with the American Association of Neurological Surgeons (AANS).

AAOS doubled down on advocacy to address vital orthopaedic topics impacting members. A first-of-its-kind In-District Advocacy event allowed members nationwide to discuss priority issues with their local representatives. “The Bone Beat” podcast launched as a new access point to discussions on health policy.

The Academy reinforced its commitment to leadership and diversity. The AAOS Leadership Institute (ALI) launched, providing leadership education and mentorship with broader access for all members. The first-ever Governance Diversity Report was released, paired with a dashboard to increase transparency and track diversity-related initiatives such as inclusion and implicit bias training for volunteer leaders.

The future is still evolving, but the 2021 AAOS Annual Meeting is slated to take place in person from August 31 to September 3, 2021 in San Diego. AAOS is working closely with its partners to ensure a safe meeting environment for all attendees and looks forward to being together once again in San Diego.

Now more than ever, it is important to unite to care for patients and shape the future of the profession. This year brought unprecedented change through which AAOS showed leadership and supported members wherever, whenever, and however they needed it. On behalf of the Academy’s leadership and staff, thank you for your support this year and for trusting AAOS as your leaders in advancing musculoskeletal health.



**Thomas E. Arend, Jr., Esq., CAE**  
AAOS Chief Executive Officer





# ABOUT AAOS

## THE AMERICAN ACADEMY OF ORTHOPAEDIC SURGEONS

Founded in 1933, the Academy is the preeminent provider of musculoskeletal education to orthopaedic surgeons and others in the world. Its continuing medical education activities include a world-renowned Annual Meeting, multiple CME courses held around the country and at the Orthopaedic Learning Center, and various medical and scientific publications and electronic media materials.

## THE AMERICAN ASSOCIATION OF ORTHOPAEDIC SURGEONS

Founded by the Academy Board of Directors in 1997, the Association engages in health policy and advocacy activities on behalf of musculoskeletal patients and the profession of orthopaedic surgery.

The Political Action Committee of the American Association of Orthopaedic Surgeons or “The Orthopaedic PAC” is the only national political action committee in Washington, DC, representing orthopaedic surgeons before Congress.

## OVERVIEW

With more than 39,000 members, the **American Academy of Orthopaedic Surgeons** (AAOS) is the world’s largest medical association of musculoskeletal specialists. The AAOS provides education programs for orthopaedic surgeons and allied health professionals, champions and advances the highest quality musculoskeletal care for patients, and is the authoritative source of information on bone and joint conditions, treatments and related issues.

## AAOS MISSION

Serving our profession to provide the highest quality musculoskeletal care.

## AAOS VISION

The trusted leaders in advancing musculoskeletal health.

## AAOS CORE VALUES

Leading to Serve. Shaping the Future. Excellence Together.



# 2020 AT-A-GLANCE

## LEADING TO SERVE



BUILT RESIDENT CURRICULUM CONTENT WITH **600 VOLUNTEERS**



VIRTUAL **2020 ANNUAL MEETING** EXPERIENCE



LAUNCHED **"THE BONE BEAT"** ADVOCACY PODCAST

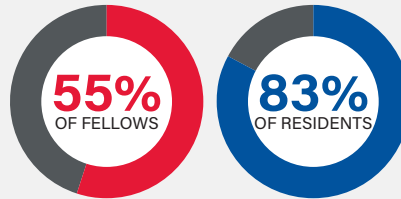


**#ORTHOHEROES** SOCIAL MEDIA CAMPAIGN



IN-PERSON AND VIRTUAL OITE FOR **5,000 RESIDENTS**

### ACCESSED LEARN.AAOS.ORG



### ACCESSED OVT

**23,000**  
UNIQUE OVT VISITORS

## SHAPING THE FUTURE

### EDUCATION



VIRTUAL REVIEW AND SKILLS COURSES

**2,600+** CME COURSE REGISTRATIONS

**10,000+** COURSE CME CREDITS

**12,900+** WEBINAR REGISTRANTS

### REGISTRY

**AJRR SURPASSED** 2M PROCEDURES

**PUBLISHED** DEVICE-SPECIFIC SURVIVORSHIP CURVES FOR 1ST TIME

**LAUNCHED** AMERICAN SPINE REGISTRY (ASR) IN COLLABORATION WITH AANS

**LAUNCHED** FULL MSK TUMOR REGISTRY (MSTR)

### QUALITY



NEW BIOLOGICS DASHBOARD

OREF RESEARCH PARTNERSHIP



5 NEW CPGS AND 2 TOOLKITS

### ADVOCACY

**GRASSROOTS:** 1<sup>ST</sup> EVER IN-DISTRICT EVENT

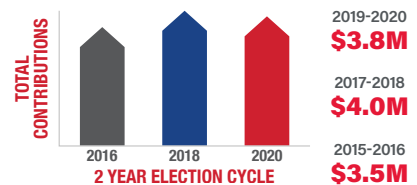
**SURPRISE BILLING:** BILL PASSED WITH INDEPENDENT DISPUTE RESOLUTION

**PRIOR AUTH:** DELAYED IMAGING REQUIREMENTS

**PAYMENTS:** MITIGATED SPECIALTY CARE CUTS

### ORTHOPAC

**\$3.8 MILLION** DONATIONS  
**6% INCREASE** IN 2020 PARTICIPANTS



## MEMBERSHIP

AAOS MEMBERS **39,000**

FELLOWS **18,000**

### 2020 DIVERSITY IN GOVERNANCE

**14% Female** **8% URM**

**10%**  
INCREASE

**15%**  
INCREASE

## EXCELLENCE TOGETHER



GOVERNANCE DIVERSITY REPORT



DIVERSITY AND IMPLICIT BIAS TRAINING



AAOS LEADERSHIP INSTITUTE (ALI)



ABOS-OITE COLLABORATION

## COVID-19 RESPONSE

**1,500+** MEMBERS SURVEYED

**\$300M** RELIEF FUNDS TO ORTHOPAEDIC PRACTICES

**30K** RESOURCE CENTER MONTHLY PAGEVIEWS

**60** NEW PROJECTS

## STRATEGY



**EXECUTED** STRATEGIC PLAN WITHOUT DISRUPTION



**EXPANDED** DIVERSITY INITIATIVES & TRANSPARENCY



**FULL ROLLOUT** OF AAOS CORE VALUES

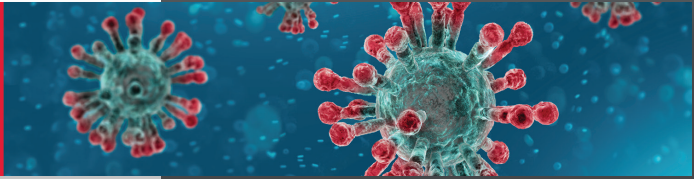
OITE = Orthopaedic In-Training Exam; URM = Under-Represented Minority; OVT = Orthopaedic Video Theater; ABOS = American Board of Orthopaedic Surgery; CME = Continuing Medical Education; AJRR = American Joint Replacement Registry; AANS = American Association of Neurological Surgeons; MSK = Musculoskeletal; OREF = Orthopaedic Research and Education Foundation; CPG = Clinical Practice Guideline



# COVID-19 RESPONSE

## COVID-19 Member Resource Center

Access Resources and Updates at [aaos.org/covid19](https://aaos.org/covid19)



## NOW MORE THAN EVER, AAOS IS SUPPORTING MEMBERS

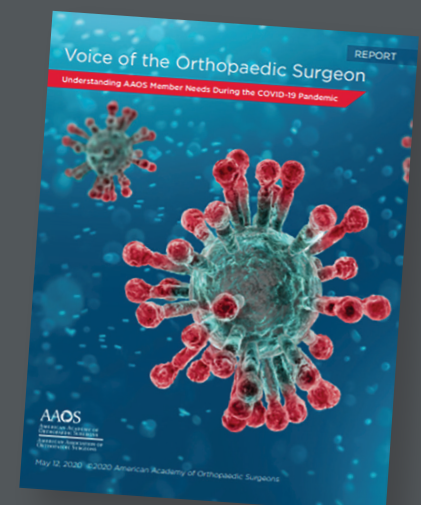
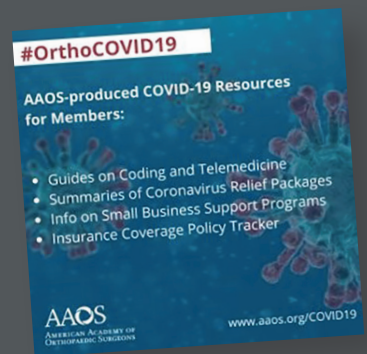
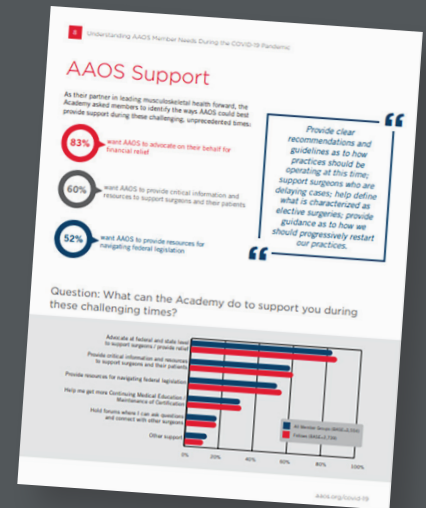
2020 presented a unique challenge due to the impact of the COVID-19 pandemic. Many AAOS members stepped up to make significant contributions in their communities, despite facing personal and financial stress, travel bans, and elective surgery cancellations. AAOS spent extra effort to keep members informed while still delivering education, advocacy, and quality in a mostly virtual environment.

AAOS created a COVID-19 Task Force to coordinate its pandemic response, working closely with member volunteers. The Task Force spearheaded a member survey and utilized insights to assess project and partnership ideas. AAOS developed the COVID-19 Member Resource Center as a critical resource for information and tools and launched a social media campaign, #OrthoHeroes, to highlight stories of AAOS members' extraordinary service on the front lines.

Overall, the Task Force prompted a variety of actions:

- Launched the COVID-19 Member Resource Center which, at peak, received more than 30,000 pageviews monthly
- Reviewed over 75 inbound ideas and implemented 60 new projects
- Received over 1,500 member responses to surgical impact survey
- Enabled AAOS registries to start collecting COVID-19 codes

Many of these efforts will continue into 2021 as the Academy remains committed, now more than ever, to inform and support members throughout this crisis.



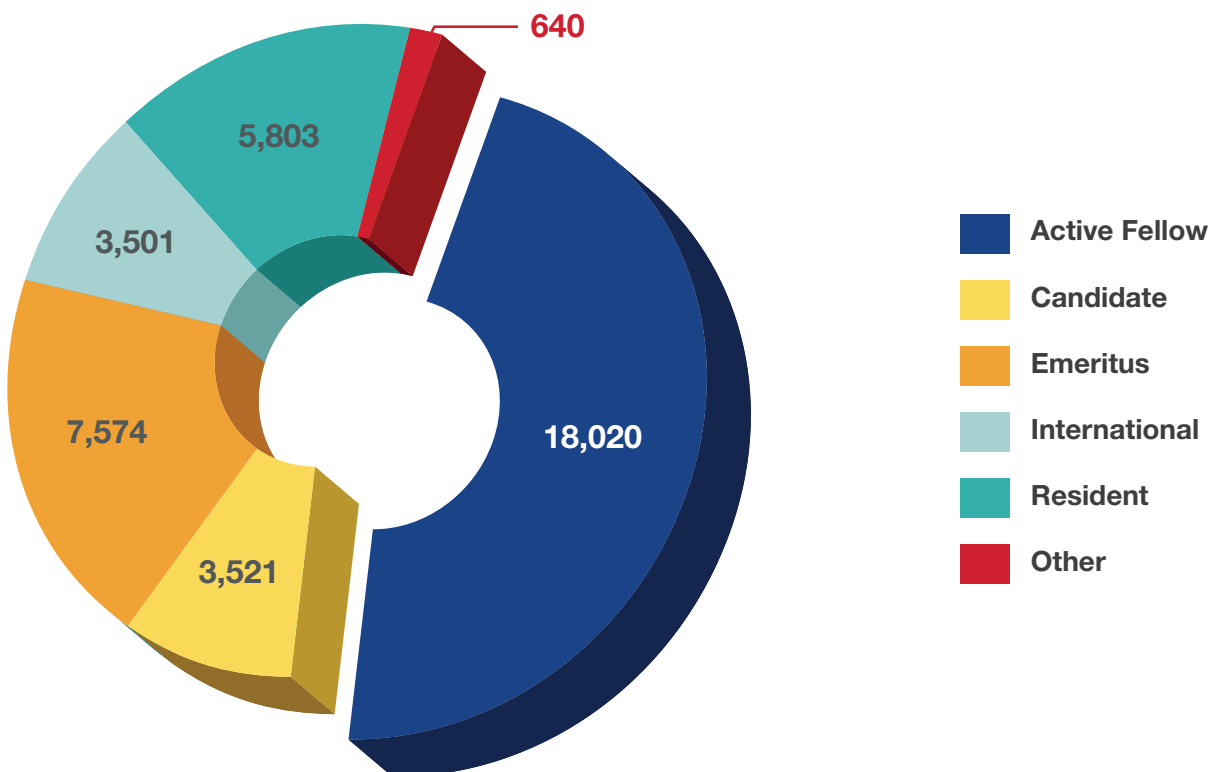


## MEMBERSHIP UPDATE

### STRONG MEMBERSHIP IN A YEAR OF CHANGE

Membership is the foundation upon which AAOS leads the orthopaedic profession forward. Despite a challenging year in a pandemic, membership remained strong with more than 18,000 Active Fellows and over 39,000 total members. Candidate and Physician Assistant member categories each increased over 20% in 2020.

## 2020 MEMBERSHIP BY TYPE





## VOLUNTEERS LEADING THE WAY

Member volunteers stood out more than ever before in support of the Academy's mission. Volunteer leaders offered the vital insights and expertise needed for AAOS to execute on its core strategic plan goals while continuing to respond to member needs during the pandemic.

The AAOS Membership Council celebrated its first full year of service, overseeing member acquisition, engagement and retention.

### DIVERSITY IN LEADERSHIP

AAOS leadership continued to support diversity among the many volunteers serving in governance, including female and under-represented minority (URM) members. The Academy expanded transparent reporting of diversity statistics, reflecting several increases from 2019.

## 2020 DIVERSITY IN GOVERNANCE

BOARD OF DIRECTORS	GOVERNANCE VOLUNTEERS	APPLICATIONS SELECTED*
<b>25% Female</b> (+33%)	<b>14% Female</b> (+10%)	<b>46% Female</b> (+10%)
<b>12.5% URM</b> (+100%)	<b>8% URM</b> (+15%)	<b>38% URM</b> (+38%)

*\*Reflects applications selected in 2019 for service in 2020*

### DISTINGUISHING THE FELLOWS OF THE AAOS (FAAOS)

Today's healthcare environment has made it increasingly important to proudly display the FAAOS designation. By using this designation, AAOS Fellows demonstrate they have completed the highest caliber of orthopaedic training and bring specialized knowledge and care to patients.

In 2020, AAOS widely promoted the FAAOS designation. A mid-year survey showed greater usage and awareness as AAOS Fellows began to more consistently use the designation.

#### Are you a Fellow of the American Academy of Orthopaedic Surgeons?

##### Let your peers, colleagues and patients know!

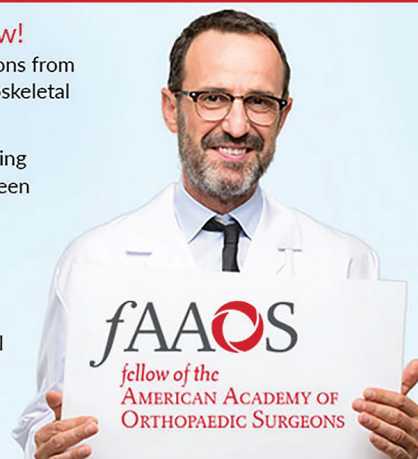
The FAAOS designation distinguishes orthopaedic surgeons from other healthcare specialists as the leaders of the musculoskeletal health team.

Only qualified members can use the designation — including Active Fellow and Emeritus Fellow Members who have been certified by the ABOS, AOBOS, or RCPSC.

##### How can you promote your designation?

It's simple! Include FAAOS on:

- Email signatures and business cards
- Practice and hospital websites and marketing collateral
- Presentations
- Press releases
- Social media presence and profiles



You deserve to be recognized. Proudly display your FAAOS designation today!

# AAOS CORE VALUE - LEADING TO SERVE

AAOS refreshed its Core Values in 2019 and, in 2020, focused on living out those values. The first of three Core Values – **Leading to Serve** – is foundational, focused on AAOS' role as a leader in orthopaedics in service to members, partners, and patients. AAOS enables the profession to better serve patients; mentors and supports members to drive excellence in musculoskeletal health; engages stakeholders where they are and leads them forward; and practices transparent decision making and open communication.

## EDUCATION

### RESIDENT CURRICULUM

2020 marked significant progress in the Academy's strategic investment to revolutionize resident education. AAOS is transforming the current, fragmented model into a comprehensive and standardized resident curriculum that will drive excellence in musculoskeletal care. Residents will have education more personalized to their individual learning needs, while resident directors will have easy access to curriculum pathways based on need and timely data-driven reporting.

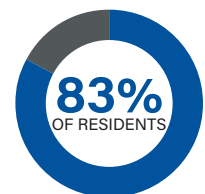
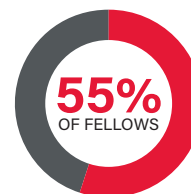
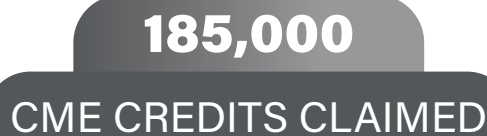
Market research and discussions with the Council of Orthopaedic Resident Directors (CORD) and the AAOS Resident Assembly further validated this approach. Program directors and residents are eager for a centralized, comprehensive product that provides standard content, customized learning paths, and the ability to monitor and track performance and progress. AAOS is working with over 600 surgeon volunteers and specialty societies to develop in-depth content and the technology to bring the new curriculum to residents and directors in 2021.

### ONLINE LEARNING

Online learning was of even greater importance in 2020 with members often needing virtual options to hone orthopaedic skills. Engagement was strong with over 19,000 unique users visiting learn.aaos.org.

Orthopaedic Video Theater (OVT) expanded its content and partnerships, launching nine new channels for healthcare institutions, industry partners, and in-demand topics such as COVID-19 and the Innovation Theater.

## ACCESSED LEARN.AAOS.ORG



## ACCESSED OVT







AAOS delivered the OITE to nearly 5,000 residents both in person and remotely using secured, proctored administration models. 60% of exams were proctored remotely, the first time residency programs had an online option.

AAOS collaborated with the American Board of Orthopaedic Surgery (ABOS) to develop a collection of examination items that were included on both the 2020 ABOS Part I Certifying Examination and the 2020 AAOS OITE. Linking the examinations provides a benchmark to residency programs and residents and helps guide education and examination preparations.

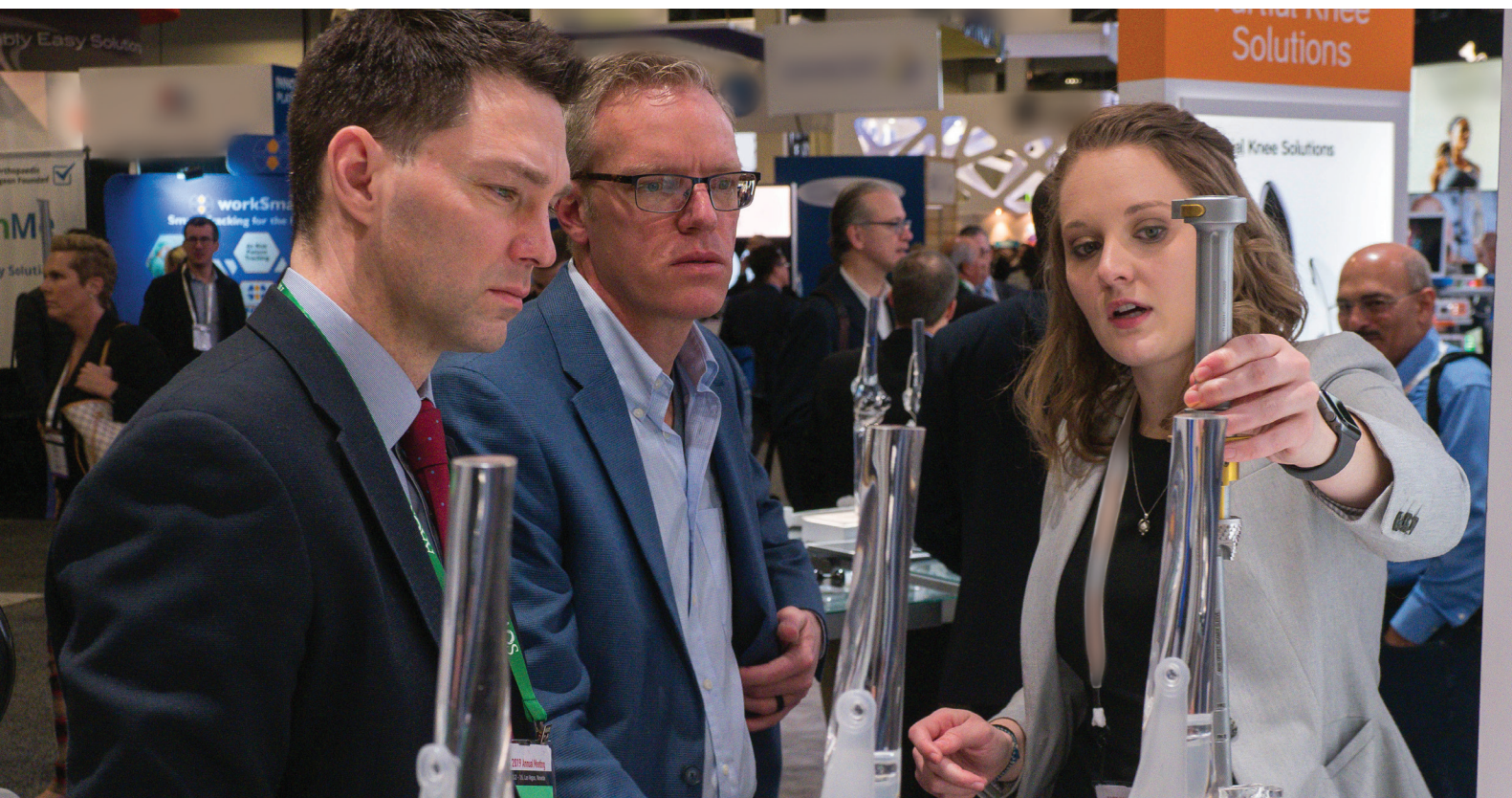
The Academy's premiere exam review tool, ResStudy, was launched more than 150,000 times last year—over 23,000 times in October—in preparation for the OITE.

## AAOS 2020 Virtual *Resident Rumble*

The AAOS 2020 Virtual Resident Rumble was a no-holds-barred, orthopaedic and pop culture online trivia competition for 16 residency programs from across the country. The competition series was a new innovation, designed to create opportunities for resident engagement in lieu of live, in-person events.

### **AAOS CAREER CENTER**

AAOS offered the first-ever virtual career fair. It was an immediate success, with more than 400 job seekers and 31 employers coming together to foster career connections. The AAOS Career Center also supports members throughout the year, having recently relaunched with improved reach, functionality, and member experience.







## ANNUAL MEETING

### 2020 ANNUAL MEETING - VIRTUAL EXPERIENCE

In 2020, for the first time in its history, the AAOS Annual Meeting was canceled due to the accelerating risk of the COVID-19 virus in the United States. The largest orthopaedic gathering in the nation, the AAOS Annual Meeting had been set to host:

- 24 symposia and 225 Instructional Course Lectures (ICLs)
- 250,000 net square feet of exhibit space
- 800+ papers and 1000+ posters
- 27,000 attendees

The health, safety, and well-being of the AAOS global community must always remain the Academy's highest priority. As a result, AAOS quickly pivoted to an online experience. The AAOS 2020 Annual Meeting On-Demand was available for purchase in May with 500 hours of content and up to 100 CME credits.

The AAOS 2020 Virtual Experience included member access to:

- 1,500 ePapers, ePosters with 9,000+ pageviews
- 1000+ OVT videos, including 2020 award winners
- 45,000 views of paper and poster abstracts
- On-Demand 2020, including ICL and symposia for CME
- Presidential addresses and a virtual exhibit hall

### 2021 ANNUAL MEETING

2021 AAOS Annual Meeting is currently slated to take place in person from August 31 to September 3, 2021, in San Diego. The future is still evolving, but AAOS is working closely with its partners to ensure a safe meeting environment for all attendees. AAOS will continue to provide ongoing communication for any further updates at [www.aaos.org/annual](http://www.aaos.org/annual).



**VIRTUAL EXPERIENCE**

ENGAGE IN  
**EXCELLENCE**  
AAOS 2020







## COMMUNICATION AND TRANSPARENCY

One of the most important behaviors within the AAOS Core Value of Leading to Serve is to practice transparent decision-making and open communication.

### 2020 ANNUAL MEETING CANCELLATION DECISION

AAOS demonstrated its commitment to open and transparent communication during the difficult and uncertain time approaching the 2020 Annual Meeting. After much consideration, the AAOS Board of Directors made the difficult decision to cancel the 2020 Annual Meeting scheduled for March 24-28, 2020, at Orlando's Orange County Convention Center (OCCC). AAOS communicated throughout the decision-making process to ensure members had the most up-to-date information possible.

### COMMUNICATION ACROSS KEY TOPICS

AAOS stayed in constant communication with members throughout the pandemic in 2020:

- Sent weekly leadership emails on COVID-19, Annual Meeting, and advocacy and diversity efforts
- Issued the first annual Governance Diversity Report to increase transparency, set a baseline, and share statistics on diversity in the AAOS governance structure
- Launched "The Bone Beat" podcast with 14 episodes as a new access point for members interested in AAOS advocacy and health policy issues affecting musculoskeletal care.

## SOCIAL MEDIA ENGAGEMENT

The AAOS social media presence expanded its footprint in 2020 and played a crucial role in delivering Academy news and updates to members and followers in real-time. The AAOS Social Media Ambassadors are the Academy's brand champions who help amplify these messages and promote programs and initiatives to their networks. Several campaigns were launched to recognize members and the work they do across the organization.

In particular, #OrthoHeroes showcased the many ways AAOS members leaned into the COVID-19 pandemic by volunteering their time and expertise on the frontlines and donating supplies to fight the pandemic head on. These stories were celebrated on AAOS social media and generated over 180,000 impressions.

NEW FOLLOWERS

**23,300**

ENGAGEMENTS

**159,900**

WEBSITE VISITS

**54,500**



**#OrthoHeroes**







# AAOS CORE VALUE - SHAPING THE FUTURE

The second Core Value – **Shaping the Future** – is an aspirational value focused on AAOS taking an active role as the trusted leader in orthopaedics. AAOS uses data and evidence to stay a step ahead, advocates for the highest quality musculoskeletal health, and embraces disruption to create innovative new products and services.

## EDUCATION

### COURSES

The Academy embraced the challenges posed by the pandemic to innovate and produce high-quality education. Participant surveys led to continuous improvements and refined course experiences.

The Academy created new virtual formats for review and skills courses, redeveloped with a mix of prerecorded content, live lectures, small group case discussions, surgical demos, and panel discussions. Virtual course replays were available as a value-add for participants to learn whenever, however, and wherever they preferred. Attendees accessed content both before and after courses to take full advantage of the multiple formats.

### ACCESSED COURSES IN 2020

2,600+

CME COURSE REGISTRATIONS

10,000+

COURSE CME CREDITS

12,900+

WEBINAR REGISTRANTS

### TOOLS

In January 2020, *Code-X* launched as a web-based product. Customers have access to expert coding guidance, exclusive Global Service Data, and the ability to work anywhere across devices. *Code-X* helps physicians reduce denied or rejected claims and forecast upcoming payments. Coding webinars and coding articles are available for free to all subscribers.





## PUBLISHING

The Journal of the American Academy of Orthopaedic Surgeons (JAAOS®) publishes research to drive the highest quality care and saw strong submission growth this year.

JAAOS remained committed to increasing access points and enhancing the reader experience:

- A JAAOS COVID-19 collection was created and accessed through 23,000 downloads
- All Journal websites were redesigned to better engage end users
- The JAAOS Unplugged® podcast continued its growth with almost 44,000 downloads
- The JAAOS International Advisory Board (IAB) was created with 16 members to raise the global perspective of the Journal and promote diversity in submissions
- JAAOS Global was accepted to be indexed in the prestigious MEDLINE® database



### JAAOS Research

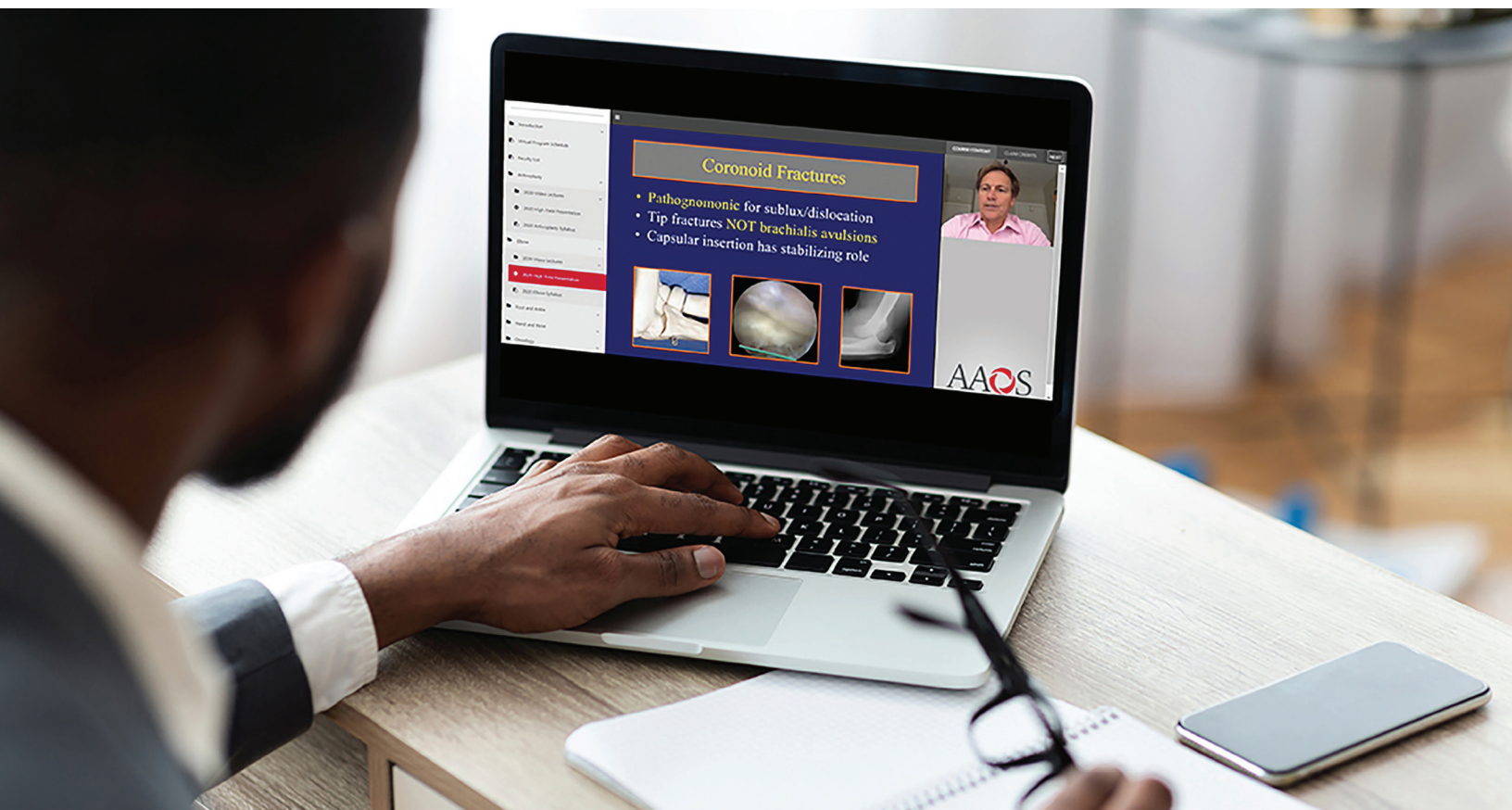
800 SUBMISSIONS

**59%**  
INCREASE

### JAAOS Global Research & Reviews

300 SUBMISSIONS

**42%**  
INCREASE



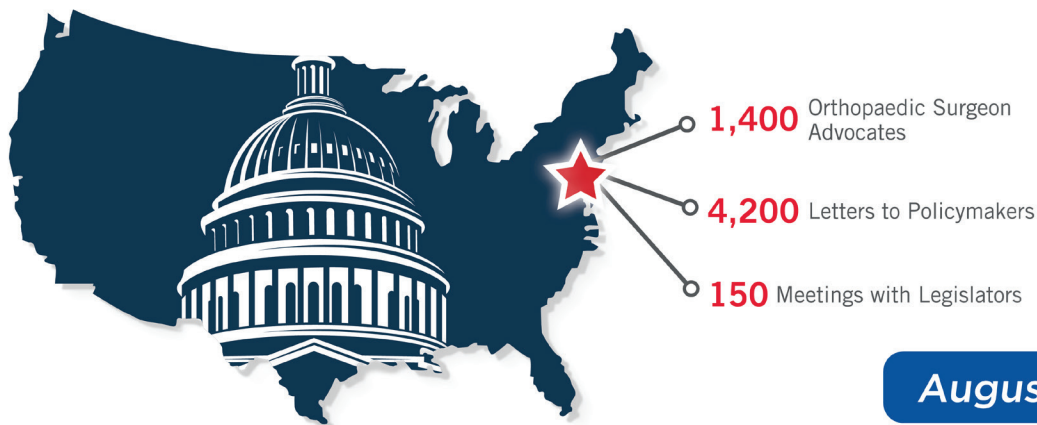
## ADVOCACY

AAOS proactively pursued the priority policy issues on its Unified Advocacy Agenda and addressed evolving challenges from COVID-19. In many cases, the value demonstrated by the orthopaedic community opened new opportunities to pursue lasting change.

Instrumental to this success was the work of AAOS members through grassroots advocacy. The Advocacy Action Center influenced both legislative and regulatory actions with a 490% increase in participation—members sent over 18,400 messages on behalf of the orthopaedic community.

In August 2020, AAOS members across the U.S. had the unique opportunity to serve as advocates in their own communities. During this month-long, first-of-its-kind event, they engaged members of Congress locally and virtually to advocate for access to the best orthopaedic care.

## In-District Advocacy Event



### PRIORITY ISSUE ADVOCACY

- **Prior Authorization:** Major commercial payers rolled back or delayed burdensome imaging requirements and committed to work with AAOS on prior authorization for several procedure codes
- **Surprise Billing:** Grassroots action led to passage of the “No Surprises Act,” containing an Independent Dispute Resolution (IDR) process rather than a federal benchmark
- **Physician-Owned Hospitals:** CMS lifted the ban on physician-owned hospitals with majority Medicaid cases
- **Value-Based Musculoskeletal Care:** Created “The Value-Based Care Continuum” resource to equip members to participate and thrive in value-based care environments
- **Payment Policy:**
  - All 266 musculoskeletal procedures were removed from the Medicare Inpatient-Only (IPO) List, including an indefinite exemption from site-of-service claim denials
  - 2021 Medicare cuts to specialty care were mitigated as part of a \$900 billion COVID-19 aid package

## COVID-19 TARGETED ADVOCACY

- **Protective Equipment and Relief Funds:** Advocated with federal regulators to distribute adequate personal protective equipment (PPE) for frontline COVID-19 care teams and added eligibility for Provider Relief Funds (PRF).
  - 1,760 orthopaedic practices received almost \$300 million in grants by July 2020
- **Pandemic Resources:** Developed an array of COVID-19 advocacy resources for members:



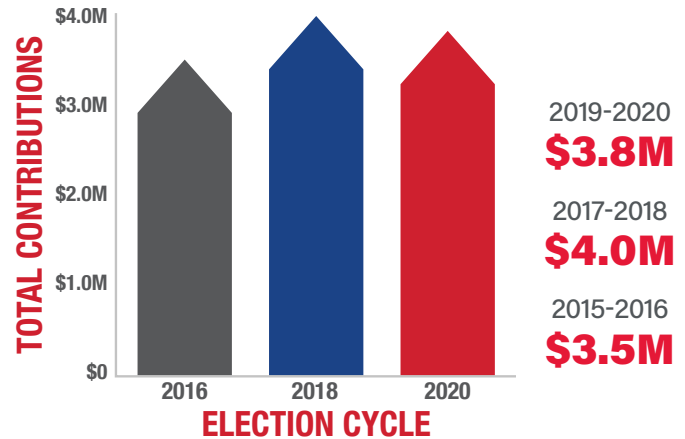


## THE ORTHOPAEDIC PAC

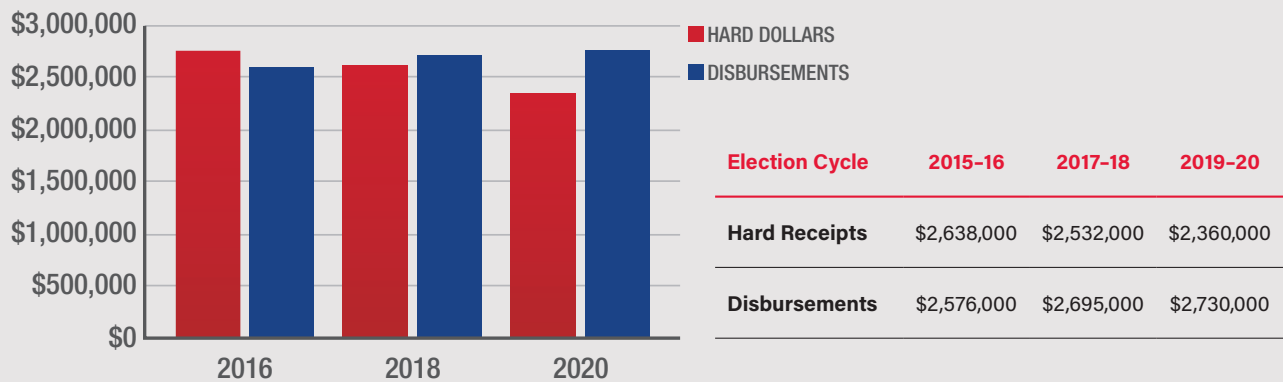
The OrthoPAC provides one of the clearest opportunities for AAOS to shape the future for members, patients, and the profession. The PAC supports AAOS advocacy on a diverse agenda of issues impactful to members. Despite a challenging year for many members, PAC participation and fundraising remained strong. In 2020 alone, the OrthoPAC had participation from over 3,300 donors, a 6% increase from 2019.

The PAC operates on a two-year election cycle. It raised almost \$3.8 million for 2019-20, nearly 95% of the record prior cycle, despite the COVID pandemic. The OrthoPAC supported over 230 candidates and members of Congress, with a 92% win rate in the House and 85% in the Senate.

## ORTHOPAC MAINTAINS A HIGH PERFORMING ELECTION CYCLE DESPITE PANDEMIC



## AAOS ORTHOPAEDIC PAC POLITICAL DISBURSEMENTS

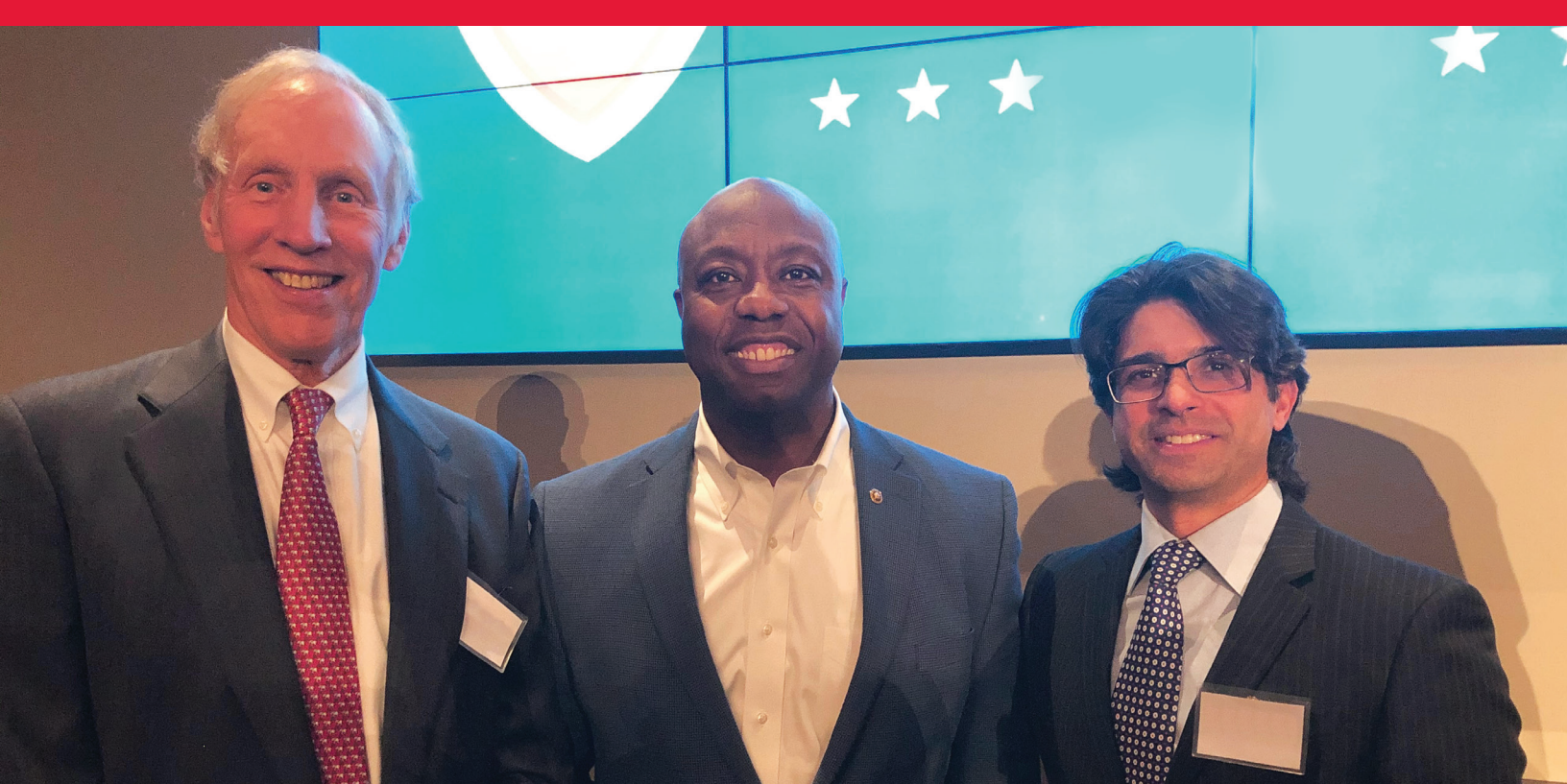


The OrthoPac enables AAOS to advocate with a scale and level of access most societies and healthcare PACs cannot duplicate. AAOS partnered with orthopaedic societies and group practices through the OrthoPac's Advisor's Circle, raising over \$1.2 million in the 2019-2020 election cycle.

2020 was a presidential election year and a confusing time for voters. The OrthoPAC stepped up communications by creating the OrthoVotes Get-Out-the-Vote (GOTV) campaign. To support the campaign, the OrthoPac:

- Built the OrthoVotes webpage to share state-by-state voter resources for members
- Hosted a podcast episode, "Why the Election Matters for MSK Care", on "The Bone Beat"
- Outreached with a leadership email, AAOS Now article, and social media campaign





**THE ORTHOPAC  
ADVISOR'S CIRCLE  
IS THE AAOS'  
PREMIER PAC  
CORPORATE  
DONOR PROGRAM.**

The Advisor's Circle is a corporate donor program providing group practices and subspecialties with a leadership role in The Orthopaedic PAC. It maximizes political and legislative opportunities on a custom basis. Today, it is 26 groups strong and represents over 9,000 orthopaedists nationwide.

**THANK YOU TO THE 2020  
ADVISOR'S CIRCLE MEMBERS**

**\$75,000**

**ANNUAL CORPORATE PAC DONATION**

Rothman Orthopaedic Institute  
American Association of Hip and Knee Surgeons (AAHKS)  
Premier Orthopaedics and Sports Medicine

**\$50,000**

**ANNUAL CORPORATE PAC DONATION**

OrthoVirginia  
Resurgens Orthopaedics

**\$25,000\***

**ANNUAL CORPORATE PAC DONATION**

American Shoulder and Elbow Society (ASES)	Campbell Clinic Orthopaedics
American Society for Surgery of the Hand (ASSH)	EmergeOrtho
Atlantic Orthopaedic Specialists	OrthoTennessee
	Signature Medical Group
	Tennessee Orthopaedic Clinics

**\$10,000**

**ANNUAL CORPORATE PAC DONATION**

Arthroscopy Association of North America (AANA)	First State Orthopaedics
Anderson Orthopaedic Clinic	Midlands Orthopaedics
American Osteopathic Academy of Orthopaedics (AOAO)	OrthoAtlanta
Capital Region Orthopaedics Bone and Joint Center	OrthoSC
Delaware Orthopaedic Specialists	Peachtree Orthopedics
	Tulsa Bone & Joint
	Valdosta Orthopedic Associates

*\*American Orthopaedic Foot and Ankle Society (AOFAS) also increased its investment in advocacy.*





# ORTHOGUIDELINES

## LEADING THE ADVANCEMENT OF QUALITY HEALTHCARE

Shaping the future means taking a leadership role to advocate and provide guidance on evidence-based medicine and quality care. In 2020, AAOS went a step further, supporting clinicians in increasingly value-based care environments. The Academy, for the first time, included cost considerations in all Clinical Practice Guidelines (CPGs) and initiated research to assess the impact of AAOS clinical guidance on the use of evidence-based medicine.

AAOS published several CPGs and Appropriate Use Criteria (AUCs):

- CPG for Glenohumeral Joint Osteoarthritis was the first guideline to incorporate cost considerations
- CPG for Treatment of Pediatric Diaphyseal Femur Fractures

AAOS also partnered with several specialty societies, including developing and endorsing additional guidelines:

- CPG and AUC for Management of Distal Radius Fractures (ASSH)
- CPG for Anesthesia and Analgesia in Total Joint Arthroplasty (AAHKS)
- CPG for Treatment of Metastatic Carcinoma and Myeloma of the Femur (Musculoskeletal Tumor Society)

To further impact the quality of care, AAOS created and refined tools to access and apply the guidelines.

- Refreshed design and functionality of OrthoGuidelines website, mobile app, and AUC tool
  - OrthoGuidelines was accessed by 80,000 users with almost 350,000 pageviews
- Published new clinical Toolkits ([www.aaos.org/toolkits](http://www.aaos.org/toolkits)) on Total Hip and Total Knee Arthroplasty
- Conducted an assessment to better understand the impact of the CPGs on clinician behavior, with more analysis to come in 2021 to inform future guidelines



## PARTNERING TO PROMOTE TARGETED RESEARCH

A new strategic partnership with the Orthopaedic Research and Education Foundation (OREF) aims to highlight areas of research needing increased and targeted funding and prioritize clinical research needs in musculoskeletal care. The partnership will strive to evaluate the effectiveness of orthopaedic interventions and improve the quality of care. Initial funding will focus on the use of orthobiologics for treatment of osteoarthritis of the knee.

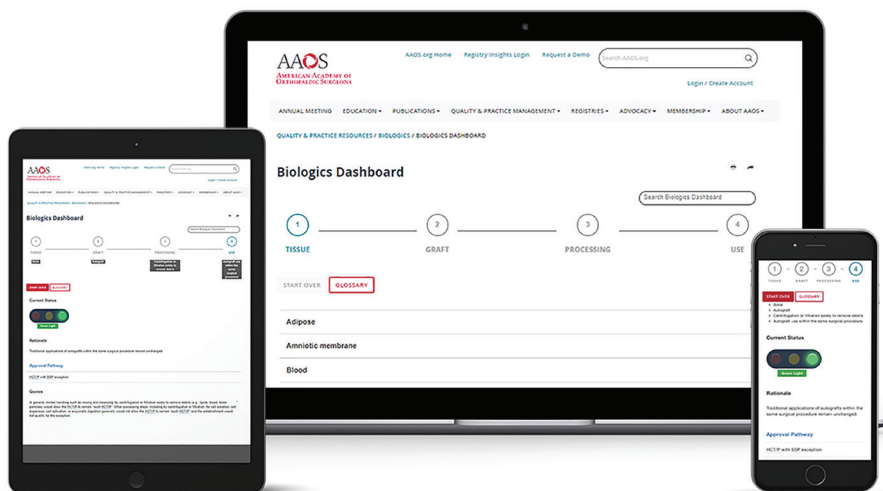


## EXPANDING LEADERSHIP IN BIOLOGICS

AAOS focused further on its commitment to provide evidence-based information on orthobiologics, helping to guide orthopaedic surgeons and vastly improve patient care. Efforts related to orthobiologics and musculoskeletal care and treatment are intended to help guide orthopaedic surgeons and vastly improve patient care within the biologics space.

The AAOS Biologics Dashboard launched as an online tool to help orthopaedic surgeons navigate the approval status of biologic-based interventions. It combines the most recent clinical evidence with guidance released by the FDA and will remain current as orthobiologics therapies evolve.

The AAOS Committee on Devices, Biologics, and Technology published two position statements in 2020, on emerging biologic therapies and surgical innovation.





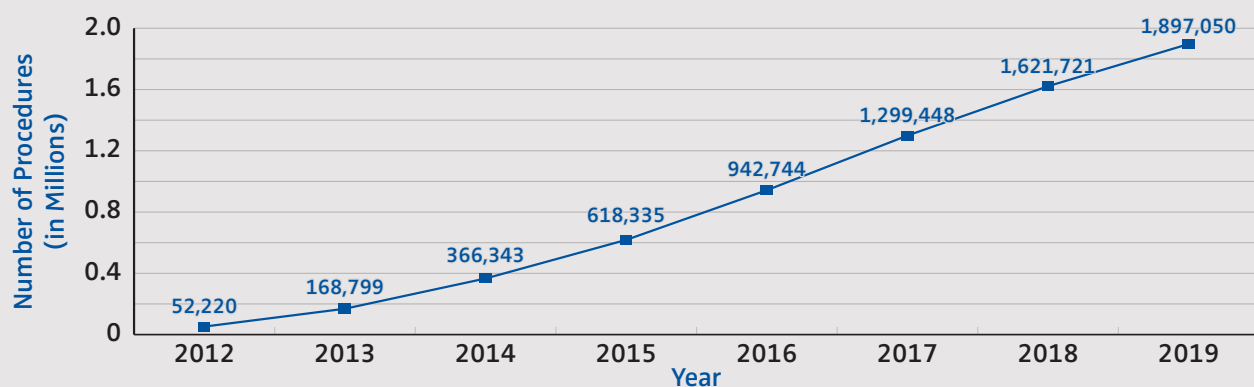
## ENHANCED REGISTRY GROWTH, TOOLS, AND INSIGHTS

2020 was an exciting year for the AAOS Family of Registries, including the cornerstone American Joint Replacement Registry (AJRR). AJRR is the largest orthopaedic registry by annual procedure count with almost 1.9 million procedures through 2019 reflected in its November Annual Report. By the end of 2020, AJRR reached over 2.2 million procedures and 1.6 million patients, with participation spanning over 1,400 sites representing all 50 states.

### AJRR CUMULATIVE PROCEDURE VOLUME — FEATURED IN AJRR ANNUAL REPORT, PUBLISHED NOVEMBER 2020

[www.aaos.org/registries/publications/ajrr-annual-report/](http://www.aaos.org/registries/publications/ajrr-annual-report/)

**Figure 1.1** Cumulative Procedure Volume, 2012-2019 (N=1,897,050)



### EXPANDING PARTNERSHIPS

In 2020, AAOS launched the American Spine Registry (ASR) in collaboration with the American Association of Neurological Surgeons (AANS), reaching over 160 sites in the first year. ASR is a valuable service for AANS' and AAOS' spine surgeon members and facilitates nationwide participation in a shared data-collection platform.

### SURVIVORSHIP CURVES

The mission of the AAOS Family of Registries is to improve orthopaedic care through the collection, analysis, and reporting of actionable data. In 2020, the AJRR Annual Report supplement was the first AAOS Registry report to include device-specific implant survivorship curves. The consensus-driven methodology provides a foundation to continue progressing toward more sophisticated survivorship curves in the future.

## TOOLS AND INSIGHTS

The Academy continued to develop reuse opportunities for registry participation, with the current comprehensive list available online at [www.aaos.org/registries](http://www.aaos.org/registries), with value for AAOS members to receive up to 10 Self-Assessment Exam (SAE) credits per year. In addition, expanded self-service features for RegistryInsights® were released in February 2020 to enhance the user experience and ability to access targeted data.

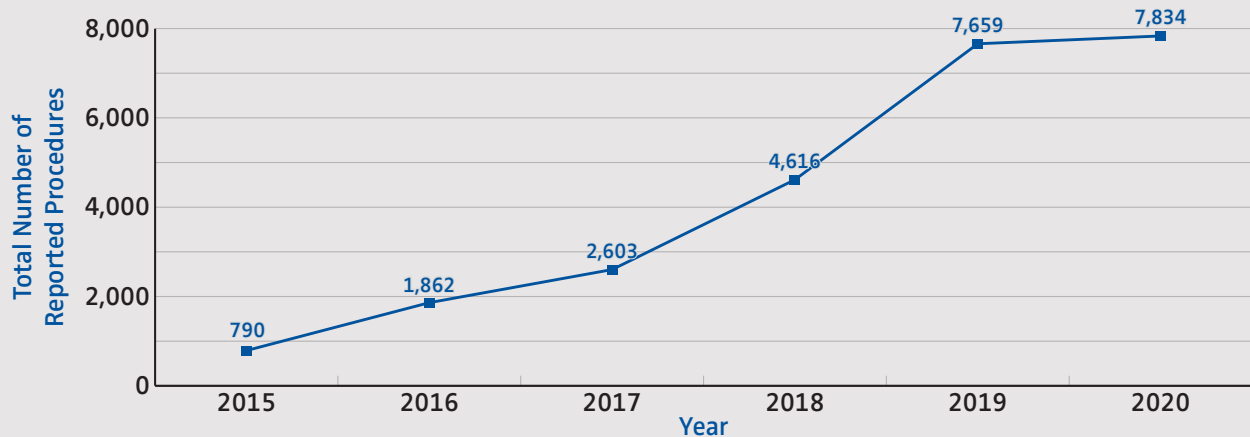
## ADVANCING QUALITY CARE THROUGH A FAMILY OF REGISTRIES

Since AJRR became the inaugural registry in 2017, the AAOS Registry Program has continued to grow, adding the Shoulder & Elbow Registry (SER) in 2018 with expansion to three modules in 2019. Through 2020, SER grew to represent more than 110 participating facilities, including hospitals, private practices, and ambulatory surgical centers spanning 20 states. SER's March Annual Report reflected over 7,800 procedures, and in total more than 12,000 patient procedures were submitted by the end of the year.

### SER CUMULATIVE PROCEDURE VOLUME – FEATURED IN SER ANNUAL REPORT, PUBLISHED MARCH 2020

[www.aaos.org/registries/publications/ser-annual-report/](http://www.aaos.org/registries/publications/ser-annual-report/)

**Figure 1.1** Cumulative Procedural Volume by Year, 2015-2020 (N=7,834)



AAOS expanded the family of registries even further, building resources to support members in diverse specialties, including:

- **Musculoskeletal Tumor Registry (MSTR):** Opened for full participation following a successful pilot phase in 2019, doubling its participation to 15 sites by the end of 2020
- **Fracture & Trauma Registry (FTR):** Announced planned 2021 launch, marking the first registry that will provide collaborative modules, offering expanded crossover benefits to AAOS Registry Program participants
- **SER Shoulder Arthroplasty Predictive (SHARP) Model:** Gifted to AAOS by Campbell Clinic Orthopaedics, the model is available to SER participants to help predict shoulder arthroplasty outcomes based on patient risk factors



# AAOS CORE VALUE - EXCELLENCE TOGETHER

The third Core Value – **Excellence Together** – focuses on how AAOS can work together internally and with partners. It echoes the Academy’s commitment to diversity and collaboration with a variety of different partners. AAOS works to empower and seek input from all people, not just the majority. AAOS acknowledges unconscious biases, seeks to address barriers to inclusion, and collaborates based on mutual respect and trust.

## DIVERSITY

In 2020, AAOS continued to evolve the culture of AAOS’ Board and volunteer structure, including execution of the diversity strategy, supported by the AAOS Diversity Advisory Board (DAB). As the nation focused with greater visibility on issues of diversity, AAOS also had deeper interactions with members and specialty society partners to address diversity in orthopaedics.

The Academy’s diversity strategy focuses on metrics and targeted initiatives to pursue diversity goals within four key tactics. AAOS developed a Diversity Dashboard for 2020 to track and share activities to advance diversity goals, including several key initiatives this year:

### DIVERSITY TACTICS



#### RECRUITMENT

Targeted and focused recruitment of under-represented minorities and women



#### SELECTION

Purposeful and transparent selection for governance membership and leadership positions



#### RETENTION

Enhanced retention of women and under-represented minorities in the AAOS volunteer structure with onboarding, mentoring and leadership development and support



#### CULTURE

Promotion of an orthopaedic culture that embraces diversity, inclusion and equity for AAOS membership

### 2020 KEY DIVERSITY INITIATIVES

AAOS Presidential Line meetings with RJOS, JRGOS and AALOS leaders

Promoted membership in partner societies

Promoted AAOS CAP openings in partner media

Published first annual Governance Diversity Report

DAB members validated selection criteria for CAP roles

Rubric for rationale on why candidates were or were not selected

Diversity, inclusion, and implicit bias training for volunteer leaders

Diversity and implicit bias content in Committee onboarding webinars

AAOS Leadership Institute

Diversity, inclusion, and implicit bias training for staff governance liaisons

JAAOS article on 2018 Workplace Culture Survey

Approved plans for 2021 Workplace Culture Survey



### **AAOS GOVERNANCE DIVERSITY REPORT**

AAOS published its first-ever Governance Diversity Report to increase transparent communications and share a baseline and annual statistics on diversity in AAOS' Board and governance structure.

The report presents three types of data: composition of AAOS' volunteer structure, engagement in volunteer roles, and selection rates. The report, which can be found at [www.aaos.org/diversity](http://www.aaos.org/diversity), will be provided on an annual basis, and data from 2019 to 2020 reflects both progress and opportunities to improve.

### **DIVERSITY, INCLUSION, AND IMPLICIT BIAS TRAINING**

For the first time, AAOS instituted diversity, inclusion, and implicit bias training for all governance leaders and staff liaisons to the Board of Directors, Councils, and Committees. Such training will continue for governance leaders and staff in future years and is an ongoing education module within the AAOS Leadership Institute.

## **PARTNERSHIP**

AAOS focused on collaboration with many types of partners in 2020 even while building and navigating many of those partnerships virtually:

- Collaboration with the American Board of Orthopaedic Surgery (ABOS) successfully linked the 2020 OITE and ABOS Part I exams
- AAOS created a Specialty Day Task Force to explore the best options to support orthopaedic specialty society partners to host content during the 2021 Annual Meeting
- Collaborated on diversity initiatives with J. Robert Gladden Orthopaedic Society (JRGOS), Ruth Jackson Orthopaedic Society (RJOS), and the American Association of Latino Orthopaedic Surgeons (AALOS)
- The Joint Commission announced it would require ASR, the collaborative AANS-AAOS registry, as the sole registry pathway for its new Advanced Certification in Spine Surgery
- Collaborated with the American Association of Orthopaedic Executives (AAOE) to support orthopaedic practice executives to re-use AAOE Empower data and submit to AAOS Registries in a streamlined fashion
- OrthoForum, a nationwide network of privately-owned orthopaedic practices, recognized the AAOS Registry Program as the official registries for its members
- Recognized by the Centers for Medicare & Medicaid Services (CMS) as one of only five registries to count towards the Model Year 4 Bundled Payments for Care Improvement (BPCI) Advanced program.
  - Beginning January 1, 2021, CMS will allow sites to opt in to use AAOS registry-reported data as part of its new Alternate Quality Measures Set



# LEADERSHIP

In Fall 2020, AAOS launched a new leadership development program, the AAOS Leadership Institute (ALI). The program will expand access to leadership education for more members and encourage growth in skills and competencies deemed most important to success as an AAOS leader. The initial launch included learning content and mentorship availability to onboard new AAOS members or enhance knowledge for existing members. The launch offered online learning for key topics such as strategic thinking, governance, advocacy, excellent communications, and creativity and vision.

Additional levels of the AAOS Leadership Institute will launch in 2021, including expanded mentorship, additional learning modules, a suite of interactive webinars, and additional workshops and live in-person or virtual experiences to learn and network with peers. ALI also includes components of volunteer service to engage members and help them learn through experience in addition to targeted education.

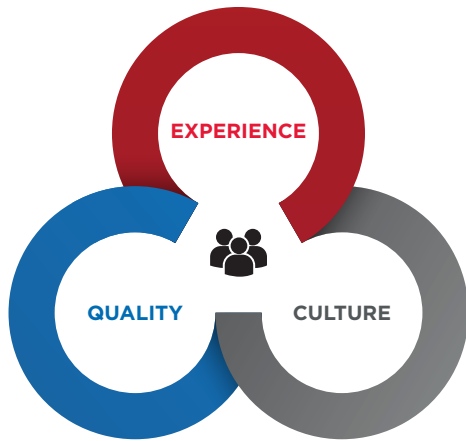


*Get Started on  
Your Path to  
Academy Leadership*



[www.aaos.org/leadershipinstitute](http://www.aaos.org/leadershipinstitute)

# STRATEGY UPDATE



## AAOS CORE VALUES

**LEADING** to Serve

**SHAPING** the Future

**EXCELLENCE** Together

### COMMITMENT TO STRATEGIC PLAN AND CORE VALUES

In 2020, AAOS remained tightly focused on its five-year strategic plan, even as many other organizations pivoted away from their strategic goals to navigate the pandemic. Living up to its Core Values, the Academy continued to execute on key objectives, taking a leadership role to steward members and partners through a difficult year of change.

AAOS Core Values were fully rolled out, with webinars and emails for member volunteers and new governance tools to promote the active consideration of Core Values in decision-making.

Examples of achievements aligned to each strategic plan goal:



Now more than ever, AAOS stepped up to support members in 2020. AAOS stayed closely aligned to its Strategic Plan and Core Values, executing key initiatives while supporting members in a myriad of new ways during the evolving COVID-19 pandemic. AAOS delivered valuable member benefits and provided strong education, quality, advocacy and virtual events. With the support of members, partners and staff, the Academy led the profession through a year of immense change and is energized to move forward with the same commitment and leadership in the future.



# 2020 FINANCIAL PERFORMANCE

## FINANCIAL POSITION (DOLLARS IN THOUSANDS)

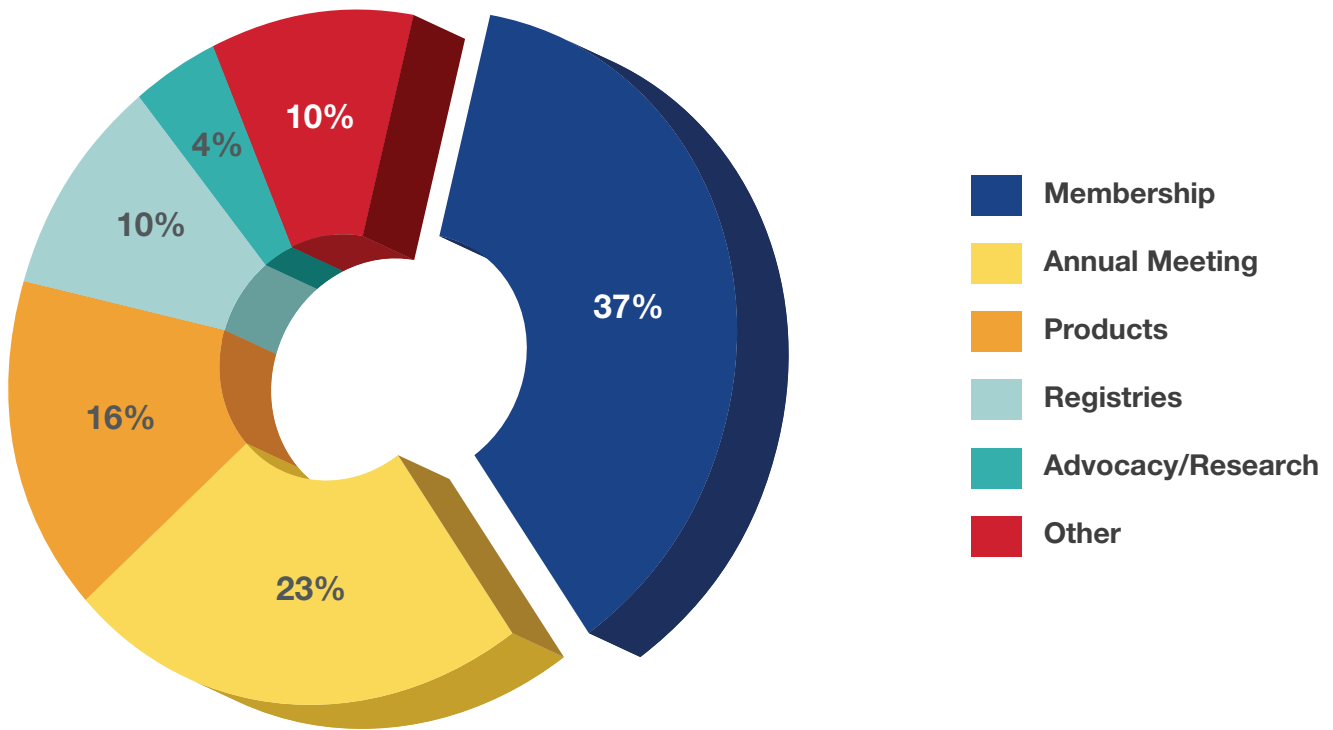
		Dec 2020	Dec 2019
<b>ASSETS</b>	Cash & Cash Equivalents	28,789	33,245
	Accounts Receivable	12,713	8,943
	Investments	124,201	112,655
	Property and Equipment	9,706	9,830
	Other Assets	3,713	3,895
	<b>TOTAL</b>	<b>179,122</b>	<b>168,568</b>
<b>LIABILITIES</b>	Accounts Payable and Accrued Expenses	9,630	8,937
	Deferred Revenue	19,399	25,889
	<b>TOTAL</b>	<b>29,029</b>	<b>34,826</b>
<b>NET ASSETS</b>	Unrestricted	147,602	130,214
	Temporarily Restricted	2,491	3,528
	<b>TOTAL</b>	<b>150,093</b>	<b>133,742</b>

## CHANGE IN NET ASSETS (DOLLARS IN THOUSANDS)

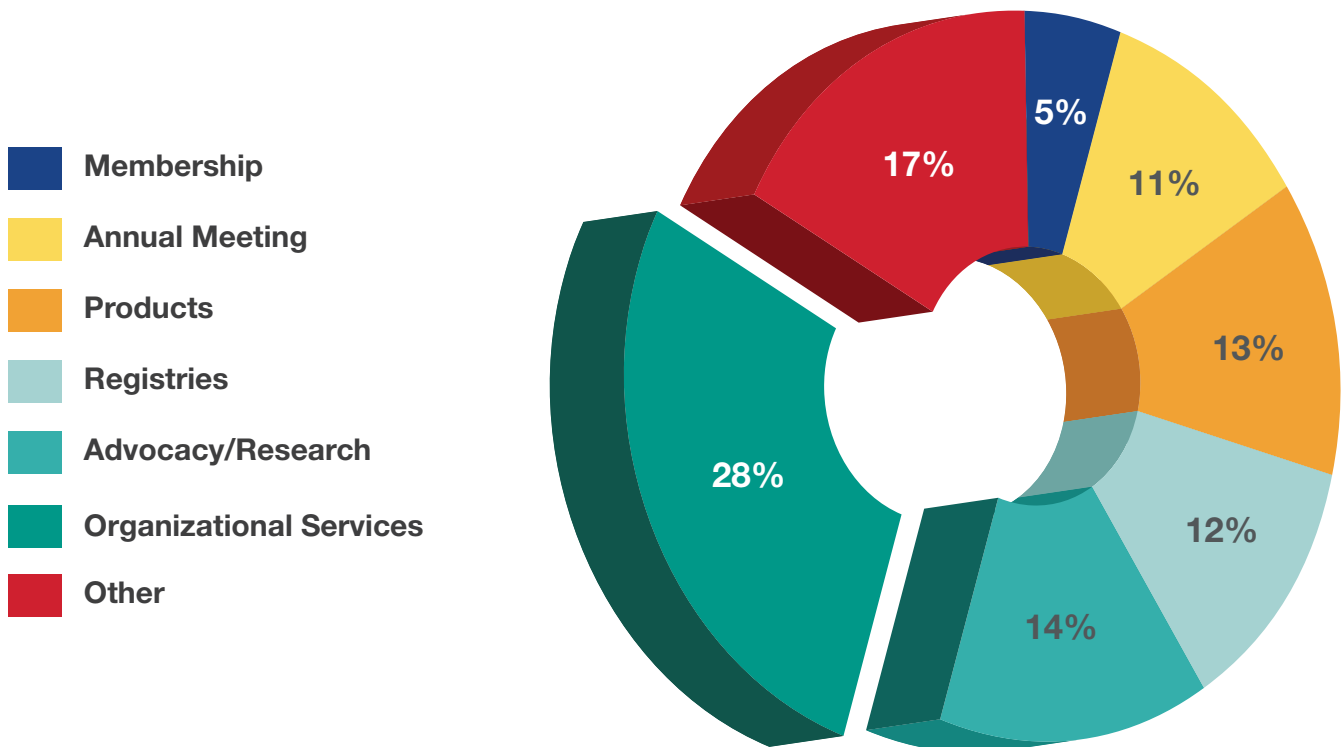
	Dec 2020	Dec 2019
REVENUES	60,286	66,415
EXPENSES	54,494	62,190
NET INCOME FROM OPERATIONS	5,792	4,225
INVESTMENTS	12,157	15,549
INVESTMENTS IN OPLLC	(581)	(576)
INVESTMENTS IN PROJECTS (FROM RESERVES)	(956)	0
<b>CHANGE IN NET ASSETS</b>	<b>16,412</b>	<b>19,198</b>

Note: 2020 results are unaudited

# REVENUE BY SOURCE



# EXPENSES BY SOURCE







[WWW.AAOS.ORG](http://WWW.AAOS.ORG)



**AAOS HEADQUARTERS**

9400 West Higgins Road  
Rosemont, IL 60018  
Phone: (847) 823-7186

**WASHINGTON, D.C. OFFICE**

317 Massachusetts Avenue NE, 1st Floor  
Washington, DC 20002  
Phone: (202) 546-4430